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Thank you, Madame Chairman, Ranking Member Berman, and members of the committee for the opportunity to appear before you today. Having served three different chairmen and ranking members of this committee, I am delighted to be home.

Before I delve into the necessarily complex discussion of how to improve management at the United Nations – an organization with worldwide reach and 192 members, sovereign states all – I want to take a moment to remind us all why we would want to tackle such a thorny issue in the first place.

Right now, across the globe, the UN stands by America as we struggle for democracy, human rights, and world prosperity. We need the UN to run smoothly because we have a stake in where the UN is headed. We need the UN to continue, even hurry, on its current course – straight toward a more stable and prosperous world that serves America’s strategic, economic, humanitarian and political interests.

As we meet here today, votes in Sudan are being counted to determine whether South Sudan should secede – it’s a referendum that represents more than five years of hard diplomatic work crafting the Comprehensive Peace Agreement and offers hope for an end to the 22-year civil war between North and South. America – under Democratic and Republican administrations – has backed this process with enormous diplomatic effort and financial contribution. And in that, we are joined by the UN, which has allocated money and more than ten thousand United Nations workers, peacekeepers, and volunteers to support the referendum, distributing voting materials to the hardest-to-reach areas of South Sudan and training thousands of police on referendum security.

In Cote d’Ivoire, where the United States has long sought peace and stability, the entire UN system holds fast for democracy and against genocide; UN Secretary-General Ban Ki-Moon has credited the UN’s [QUOTE] “principled and unwavering stand” with allowing the recently-concluded election to reflect the will of Cote d’Ivoire’s people. The Security Council has called on the nation’s defeated President to recognize the results of the election and extended the UN peacekeeping mission there. And UN Peacekeepers now stand as the sole line of protection for Cote d’Ivoire’s democratically-elected President, Alasanne Ouatarra.

The United Nations has partnered with America to battle the nuclear threat Iran poses. Just last summer, the UN Security Council imposed its toughest-ever sanctions on Iran, focusing for the first time on its conventional military, establishing a new framework to stop Iranian smuggling, and cracking down on Iranian financial transactions, individuals, and entities with ties to Iran’s Revolutionary Guard.

Secretary of Defense Robert Gates praised the UN resolution as “a legal platform for individual nations to then take additional actions that go well beyond the resolution itself.”

And this has in fact happened: The European Union (Iran's largest trading partner), along with Australia, Canada, Switzerland, Japan, and South Korea have joined America in putting in place tough sanctions that are having an economic impact on Iran. As State and Treasury Department officials have reported to this committee, the UN sanctions that spurred other nations to withdraw trade and investment from Iran have weakened its economy and hindered its development of nuclear weapons.

In Afghanistan, the United Nations has joined American forces to promote security and battle the rise of extremist forces. As part of a coordinated international strategy to strengthen the Afghan government, the UN provided technical and logistical support for Afghanistan's independent electoral authorities in the nation's September elections. The UN has also disbanded illegally armed groups and facilitated the removal of landmines and light weapons, making Afghanistan safer for civilians and U.S. forces. The UN's Al-Qaida and Taliban sanctions committee and monitoring team and its other counter-terrorism units continue that alliance beyond Afghanistan's borders, criminalizing support for terrorists, disrupting their financing, freezing their assets, and banning their travel.

Not far from American shores, the UN battles mightily to stabilize and reconstruct earthquake-shattered Haiti, a country with close ties to America, ties proven by the role the American military played there after the earthquake. The UN provided desperately-needed technical and logistical assistance during last year's elections. And in the absence of a strong Haitian police force, UN peacekeepers – despite suffering the loss of 159 personnel in the collapse of the UN Headquarters in Port-au-Prince – patrol the streets, provide security to the many displaced Haitians, and train the Haitian police. And the UN is feeding more than two million Haitians a day – an important contribution as the reconstruction of Haiti's shattered economy and infrastructure gets underway.

The UN's World Health Organization (WHO) and the United Nations Children's Fund (UNICEF) have worked hand-in-hand with the U.S. government and American service organizations to save and improve the lives of millions of children through promoting childhood immunization. Since WHO and UNICEF joined with Rotary International and the U.S. Centers for Disease Control and Prevention to launch the Global Polio Eradication Initiative, the world has seen a 99% reduction in polio cases. Five million children are walking today because of this vitally-important initiative. But the last one percent of polio cases will be the toughest, and UN agencies will not cease their work until the world is polio-free.

And right here at home, the UN is promoting America's economic interests and creating jobs. U.S. companies are bidding for and winning important contracts with the UN and UN agencies. In fact, for every \$1 invested by the United States into the United Nations, American firms receive approximately \$1.50 in contracts. For instance, Certified Moving and Storage in Austin, Texas has received \$4.7 million in UN contracts, while Emerging Market Communications in Miami has won \$1.1 million in contracts with the UN High Commissioner for Refugees. Almost every major contract

associated with the ongoing renovation of UN headquarters in New York has gone to an American company, creating jobs here at home.

As we have heard from the witnesses who preceded me, the UN is not without its faults; just as every large governing body, the United States government included, constantly battles waste and inefficiencies, the UN – with 192 member states – faces a multitude of management challenges.

The UN is not a perfect institution, but it serves a near-perfect purpose: to bolster American interests from Africa to the Western Hemisphere and to allow our nation to share the burden of promoting international peace and stability. And for that reason, I deeply appreciate the efforts of everyone here today to improve the UN's functioning and want to take this opportunity to update the committee on key management changes, implemented over the past several years, which have improved operations in almost every part of the UN.

The UN has greatly improved its ability to identify and correct waste, fraud, and abuse. In 2006, the General Assembly created the Independent Audit Advisory Committee – a move recommended by the Task Force on the UN headed by former Speaker Newt Gingrich and former Senate Majority Leader George Mitchell. The United States is fortunate to have David Walker, the former U.S. Comptroller and head of the GAO, as Chair of the Audit Advisory Committee. The committee oversees the work of the internal and external audit functions of the UN, including the Office of Internal Oversight Services. As of June 2010, the committee had made 55 important oversight recommendations, the majority of which have been, or are currently being, implemented. Just last September, the Secretary-General appointed Carman Lapointe, a Canadian with decades of auditing and oversight experience, as Under-Secretary-General for Internal Oversight Services. With additional resources provided by member states, OIOS has doubled its capacity to investigate, oversee, audit, and evaluate the UN's work. And it has made procurement investigations a permanent feature in OIOS. The UN must build upon this success by ensuring that its oversight bodies continue to have the resources and independence they need to audit, evaluate, and investigate the UN adequately and regularly.

The UN has also moved aggressively to strengthen the ethical culture of the institution. The UN Ethics Office was created in 2006 and, in January 2008, all UN funds and programs created individual ethics offices or agreed to use the secretariat's ethics office. Led by an American attorney, Joan Dubinsky, the UN Ethics Office oversees the new financial disclosure statements required of UN employees above a certain level and any UN staff with fiduciary responsibilities. Since 2007, the UN has mandated ethics and integrity training for all UN staff members and put in place new whistleblower protections. To further improve ethics and disclosure, the Secretary-General recently appointed an Advisory Group to provide advice on how to review and improve the UN's financial disclosure and conflict of interest policies and enforcement and they began their work last September. He has also commissioned an external study which will help guide further efforts in this important area.

Over the past two years, the UN has also taken significant steps to ensure that it has the most productive and effective workforce possible. The UN created a professional and independent two-tiered

system, made up of 15 judges on a UN Dispute Tribunal and a UN Appeals Tribunal, to address employment issues. The system began its work on July 2009. When evaluating its impact, we must remember that it is relatively new, and as in any employment dispute, not all parties may be satisfied with the outcome. Going forward, UN organizations must continue to improve their hiring processes to ensure that they can attract and retain the most talented, qualified, and motivated staff.

The UN has undertaken numerous initiatives to strengthen peacekeeping operations. In 2007, the Secretary-General enhanced the support side of field missions by removing logistical, administrative, and technical functions from the UN's Department of Peacekeeping Operations and placing them in a newly created Department of Field Support dedicated to supporting field missions. This year, the UN began the Global Field Support Strategy – a five year project to make the delivery of support to UN field missions more effective and efficient, including through consolidation of common personnel and other services in regional hubs. As UN Security Council members contemplate future peacekeeping operations or renew existing missions, they must match resources with mandates and ensure UN peacekeepers have the training, equipment, and support to accomplish their mission, particularly as it relates to the protection of civilians.

The U.S. decision to join the Human Rights Council has already produced tangible results. The U.S. led 55 other countries in June 2010 in an effort to criticize Iran for its human rights violations, and we, along with other countries, strongly opposed Iran's candidacy for a seat on the council, forcing Iran to withdraw. Effective U.S. diplomacy has also improved the council's ability to address specific countries of concern, including Guinea, Kyrgyzstan, and Cote d'Ivoire. The U.S. also built a cross-regional coalition of 63 nations in support of an important resolution promoting freedom of association and assembly. Nevertheless, some of the most serious and challenging human rights violations continue to go unaddressed, and the council itself places undue focus on Israel. The review of the council's mandate in 2011 is an opportunity for the U.S. and other countries to improve the work of the council, particularly its ability to address specific country situations.

As with any public institution, fine-tuning the operations of the UN is a continual process. But the UN is a very different institution today than it was just five or six years ago. The UN has implemented most of the recommendations made by the Congressionally-mandated Task Force on the UN and Paul Volcker's independent investigation commission and has moved forward with its own modernization initiatives. Of course, more must be done, but with 192 member states, we cannot expect progress overnight or without setbacks. And progress will not happen without strong U.S. engagement and leadership; the U.S. must be at the table, pressing for changes.

And that means we must pay our UN dues on time, in full, and without threats of withholding our contribution. When we act otherwise, we send a strong and provocative signal that we are more interested in tearing down the UN than making it better, in going it alone rather than working with others. Over the last few years, as Congress has paid our dues without drama or delay, we have been able to work well with the UN to move forward on many important changes and American priorities.

Paying our dues has made it easier to implement the recommendations of the Gingrich-Mitchell Task Force and the Volcker Commission, not harder.

And polls tell us this cooperation is what the American people want. A Pew research poll from September 2009 reported that 61% of Americans viewed the UN favorably. And in bi-partisan research released by the Better World Campaign this October, 59% of Americans expressed the same opinion. Moreover, we found 63% of Americans supported payment of U.S. dues to the UN on time and in full, and 70% felt the same way about UN peacekeeping dues.

But in the end, we need to pay our UN dues, not just because it is popular, but because it is necessary – necessary to maintain a healthy, evolving UN ready to stand by America and our deep, abiding interest in peace, stability, and democracy around the world.